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The Singapore Report: National Landscape, Current Challenges and Opportunities for Growth

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The Singapore Report

National Landscape, Current Challenges and
Opportunities for Growth

BY AJI PARAMARTHA
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SAI HEIN



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country
INSIGHTS
labs

About the Institute for Societal Leadership

The Institute for Societal Leadership (ISL) was established by Singapore Management University (SMU) in 2014. ISL aims to tangibly improve the lives of Southeast Asia's citizens by acting as a focal point for cross-sector collaboration between current leaders from government, business, civil society, academia and the media. The Institute also conducts research concerning social issues in Southeast Asia and designs its own suite of leadership training programmes, each of which seeks to foster the development of a new generation of Asian leaders dedicated to serving society.

About the Singapore Report

The ISL research team conducted interviews in Singapore between 12-30 January 2015. This report was first published on 1 April 2015.

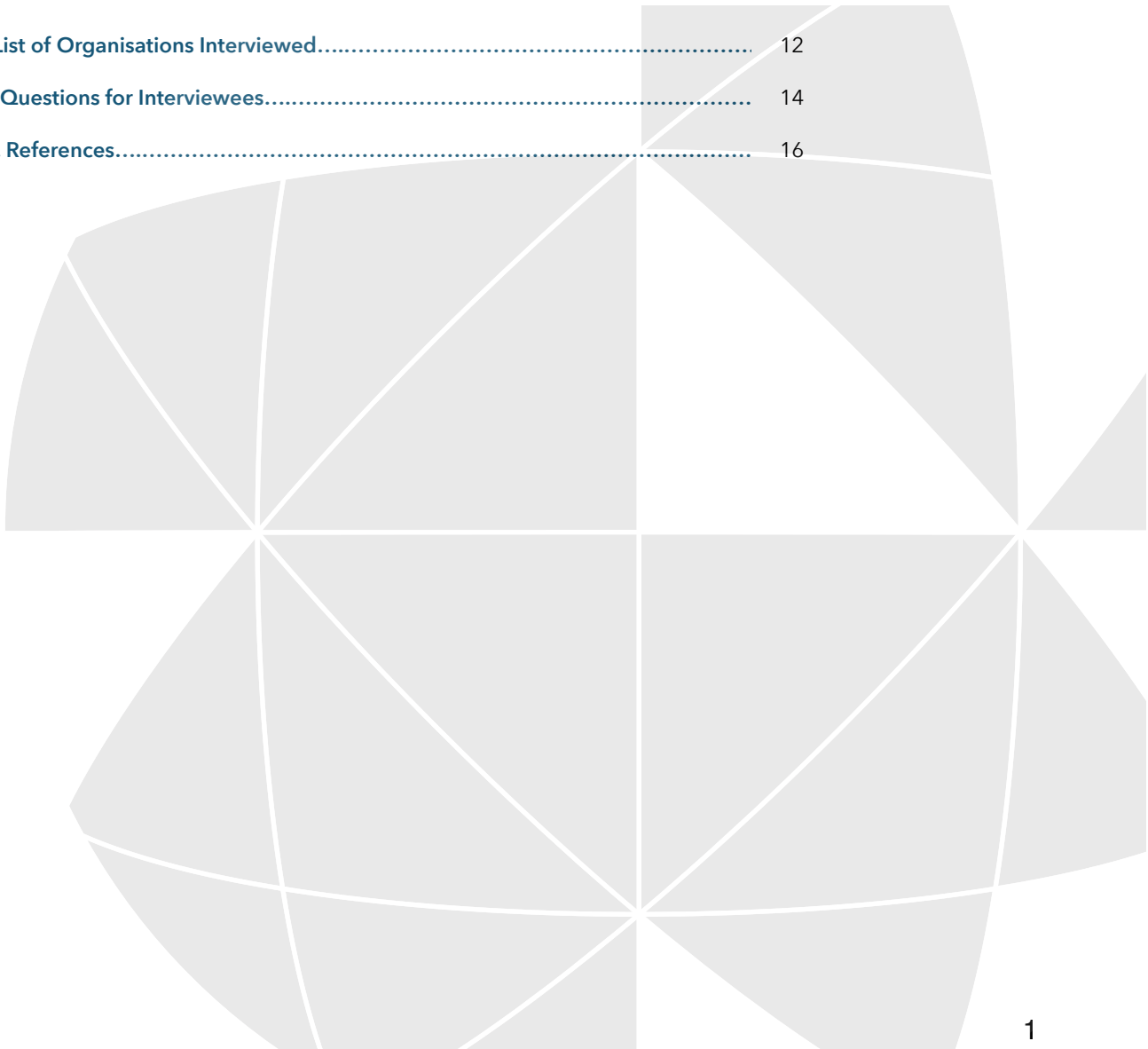
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I. Acronyms

ISL	Institute for Societal Leadership
CIL	Country Insights Lab
CSO	Civil Society Organisation
GDP	Gross Domestic Product
JI	Jemaah Islamiyah
JRA	Japanese Red Army
MNC	Multinational Corporation
MRT	Mass Rapid Transit
OSC	"Our Singapore Conversation"
PAP	People's Action Party
PR	Permanent Resident
SARS	Severe Acute Respiratory Syndrome
SFA	Service for Asia
SIO	Social Impact Organisation
SMU	Singapore Management University
UMNO	United Malays National Organisation
VWO	Voluntary Welfare Organisation

II. Acknowledgements

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III. About the Country Insights Lab Series

The Institute for Societal Leadership conducted a series of eleven *Country Insights Labs (CILs)* in select Southeast Asian cities between June 2014 and June 2015. Each CIL aimed to uncover the critical social and environmental issues facing leaders from business, government and civil society in a given country and frame the underlying causes behind each issue within the country's context. The study identified emerging trends in Southeast Asia and has since directed further research toward interconnected social and environmental issues shared among countries in the region.

Additionally, ISL research staff investigated the day-to-day organisational challenges faced by *social impact organisations (SIOs)* in each Southeast Asian country. We broadly defined an SIO as any organisation with *the capacity to contribute to the betterment of communities*. These included, but were not limited to, philanthropic organisations, corporate foundations, non-governmental organisations (NGOs), activist groups, social enterprises and impact investors. Interviews focussed on challenges associated with funding models, human resources, tax incentives, legal frameworks and government registration processes. In total, research staff interviewed 237 organisations and 293 individuals, including government officials, business leaders, philanthropists, NGO workers, social entrepreneurs, media professionals and academics. The interviews themselves consisted of questions relating to organisational history, operations, strategic outlook, cross-sector collaboration, leadership and country context.¹

The Institute did not intend the CIL series to be exhaustive or to produce statistically significant data. On the contrary, the series was a qualitative study that employed interviews and market insights as a means of understanding an increasingly complex landscape. As one of the world's most diverse regions, Southeast Asia is home to an array of cultures, languages, religions and economic levels of development. At the cornerstone of each country study is a belief that workable solutions and partnerships depend on an awareness of how each country's unique context relates to its social issues.

The ISL research team conducted interviews in Singapore between 12-30 January 2015.

¹ For a list of sample questions, see section VI.

Singapore

A. Historical Background

Singapore has come a long way, since her beginnings as a sleepy fishing village and a tiny Malay settlement ruled by the Sultan of Johor. Sir Stamford Raffles first arrived in Singapore in 1819 and immediately recognised that its strategic location along the Straits of Malacca would be useful to the British in developing an alternative to challenge Dutch influence and monopoly in the region. During British colonial rule, Singapore developed into an important free port and trade city, an essential trait that continues to feature heavily in Singapore's economic development to this day.

After more than a century of British rule, Singapore fell to the Japanese in February 1942. Although administration of the island was handed back to Britain in 1945, the failure of the colonial government to defend Singapore had discredited it greatly with the local population. The rise of anti-colonial and nationalist sentiments forced the British to dissolve the Straits Settlements and Singapore was given the status of a separate Crown Colony with inaugural elections to the Legislative Council in 1948. However, an armed insurgency led by communist groups in Malaya threatened to overturn this fragile new equilibrium. In 1953, the British had proposed a new limited form of self government for Singapore.

The transition period of self-governance in Singapore from 1955 to 1963 was tumultuous, marked by riots, simmering tensions from the threat of communism and the rise of the People's Action Party (PAP) led by Lee Kuan Yew. The ruling UMNO party of Malaya, although skeptical of the PAP and distrustful of Singapore's large ethnic Chinese population, agreed to the formation of the Federation of Malaysia in 1963. Racial tensions were high. The Chinese majority in Singapore was unhappy with the "Bumiputera" policy in Malaysia that favoured Malays, while Singaporean Malays were worried about the federal government's allegations that the PAP was mistreating local Malays. UMNO, increasingly threatened by

the economic independence of Singapore, expelled it from the Federation on 9 August 1965.

The PAP campaigned on a platform of fair and equal treatment for all races. Meritocracy, as expressed by the PAP, continues to be one of the central pillars of independent Singapore. However, Singapore's new independence was accepted by the ruling government with deep apprehension. Amidst the backdrop of *Konfrontasi* and the threat of forcible re-integration into the Federation of Malaysia under unfavourable conditions, the Singapore government quickly acted to gain international recognition of the nation's sovereignty by joining both the United Nations and the Commonwealth of Nations. The government also needed to address urgent developmental and domestic issues such as a lack of natural resources, national security, unemployment, housing, water security and education. Singapore focused on establishing the Singapore Armed Forces with assistance from Israel, and introduced compulsory conscription for all young men. Singapore's Housing Development Board worked to ensure that more projects were undertaken to provide affordable public housing to Singaporeans, and the Public Utilities Board was established to drive research into technologies for the provision of alternative sources of clean water. The Economic Development Board was set up to drive a centrally planned economic development of Singapore and to concentrate on attracting MNCs to provide employment, to lead the drive for industrialisation and the creation of key sectors such as port services and manufacturing. A robust education system was set up, with English as the primary language, and a focus on science and mathematics, to ensure that the workforce will be prepared for the industry focus later on in life. The government believed that as Singapore was land scarce with no natural resources, developing the country's human resources should be its top priority.

Singapore's consistent and strong economic growth achieved through the government's constant strategic shift into globally relevant indus-

tries and sectors, competitive world class services such as the airport and port, and focus on providing public services such as housing, healthcare, education and public infrastructure, catapulted Singapore into the ranks of developed nations, and enabled the next generation after the pioneers, to enjoy peace, prosperity and stability. Throughout independence, the PAP has dominated the Singapore political scene, and while it has governed Singapore effectively, it has also maintained tight control over the island's political and civil society activities. The government has filed lawsuits against opposition politicians and used the Internal Security Act to detain citizens suspected of Marxist conspiracy without trial.

Opposition parties were unable to achieve any critical support until elections in 2011, when the Workers Party won 6 of the 87 seats. The PAP won 60.1% of the votes, its poorest showing since independence. During 2011, much of the campaigning, commentary, discussion and activity took place on social media, away from traditional and official media platforms. Singaporeans are increasingly dissatisfied with the PAP government's failure to address issues such as income inequality, perceived overcrowding and competition from foreigners brought in via the government's immigration and manpower policies. Recently, the opposition has called for a less stressful and competitive environment, even though such an environment led Singapore through decades of robust economic growth. The ruling government under Prime Minister Lee Hsien Loong has also sought to change its style of governance, taking a softer and more consultative approach that differs markedly from the past. Amidst the rapidly changing, interconnected and complex global environment, this is the Singapore that we are seeking to understand today.

B. Current Challenges

❖ **An ageing population.** Like other developed East Asian countries, Singapore is faced with the need to look after an increasing number of senior citizens. Singapore faces a shrinking workforce. Singaporean families are having fewer children. This does not augur well for social welfare and stability as the population ages.

An ageing population means that the smaller and younger population base will have to work doubly hard to support the elderly. When an increasing share of taxes need to be allotted to managing elderly services, economic development will likely taper off.

❖ **Rising dissatisfaction with immigration policies and social integration of immigrants.** As a hub for multinational corporations seeking to enter emerging markets in Asia, Singapore has attracted a high number of foreign talent to the country. The influx of foreign professionals into Singapore has injected a measure of dynamism into the economy. To retain these talents, the Singaporean government grants approximately 20,000 of them Permanent Residents (PR) status every year. This strategy has been successful in keeping the workforce strong and competitive while preventing the total population from shrinking.

With the steady stream of foreign manpower entering Singapore, the foreign population has grown to an estimated 1.3 million out of the country's 5.5 million population. These demographic changes have presented several challenges to integration. The dilution of national identity has made it even more difficult for locals to see Singapore as a single, unified community. Locals increasingly see foreign talent as exacerbating competition for employment, education, housing and infrastructure. Highly-skilled foreign manpower dominates Singapore's resident MNCs. On the other hand, construction companies and companies providing domestic help, both of which are in high demand, also employ foreigners due to the fact that Singaporeans low-skilled workers are not interested in such work. The influx of foreigners at the professional as well as the blue-collared levels has caused Singaporeans to feel sandwiched in between. It is little wonder that some Singaporeans view foreigners with a mix of resentment and disdain. These sentiments as well as the fact that many foreign professionals see Singapore as a transient work place, has contributed to the lack of success in efforts to integrate different sectors of the population.

❖ **Growing economic inequality.** Singapore currently has the highest GDP per capita in South East Asia. Due to its ability to provide safe politi-

cal conditions, stable economic growth and good governance, Singapore is able to attract rich immigrants. However, the wages of the middle class have only risen between 3 to 6% in 2014. Locals perceive that they are not getting their fair share from Singapore's success, and the recent increase in the country's GDP has not resulted in an enhancement of citizen wellbeing.

Singapore's Gini coefficient of 0.42 (before government taxes and transfers) is one of the highest in the world. High inequality is considered to be more acceptable if social mobility is high, such that children with poor parents have better opportunities to climb up the economic ladder. With meritocracy as Singapore's main ideology, and due to the stratification of Singapore's education system, it is inevitable that the income gap will continue to grow.

The top 10% of Singapore's households earns almost 25 times more than the bottom 10%. The disparity arises partly from work qualifications. Unskilled Singaporeans find it a challenge to look for jobs with the presence of low-cost migrant workers. Without a minimum wage guarantee, these Singaporeans faced further financial and social pressure in a country that is currently ranked one of the world's most expensive cities to live in.

Growing inequality and high living costs were prominent issues during the 2011 general elections where the ruling party was only able to secure 60% of the total votes. Fortunately, these were looked into in the years following such that the 2015 elections saw the ruling party and government being able to garner 69% support from the voters. Work in these areas needs to be ongoing or else there will be persistent social disquiet and resistance to government policies related to boosting economic growth.

❖ **Persistent security threats.** Singapore experienced its first terrorist incident on 31 Jan 1974, when terrorists from the Japanese Red Army (JRA) bombed petroleum tanks at Pulau Bukom. The second terrorist threat happened on 26 March 1991 when four Pakistanis hijacked Singapore

Airlines Flight 117 and demanded the release of a Pakistan Peoples Party member from a Pakistani jail. Since then, the Jemaah Islamiyah (JI), which is part of larger regional network organisation in Malaysia and Indonesia have posed a serious threat to national and regional security.

Singapore is keenly aware that it is a small secular nation-state surrounded by predominantly Muslim states such as Indonesia, Malaysia, and Brunei. Since the beginning of its independence, Singapore has sought the help of western nations to grow its economy and aid in its security. This has resulted, at times, in the perception that Singapore is a pro-western country and hence, an obvious target for terrorists and radicals.

The fight against terrorism reached its height when former Jemaah Islamiyah leader Mas Selamat bin Kastari escaped from detention in February 2008. The search for him has been described as the largest manhunt ever launched in Singapore. He was eventually recaptured in Skudai, Malaysia, on 1 April 2009, over a year after his escape, and has since been returned to Singapore.

Many efforts have been taken by the government to handle these continuously evolving security threats. Beyond intelligence sharing, Singapore has been developing its own capabilities to prepare for evolving security threats such as policing the public transport network, developing early warning systems and establishing specialised units to counter terrorism.

❖ **The uncertainty of the continuity of strong political leadership and governance.** Strong leadership and stable political institutions are the key ingredients that catapulted Singapore to its developed status today. As society evolves and the populace become more demanding over time, the government has taken measures to keep its economic development policies intact while seeking cooperation and participation from other sectors to address these growing challenges.

The practice of good governance, guided by the fundamental value of meritocracy, is seen not only in the public sphere, but in private companies as

Singapore By Numbers

Official Name:	Republic of Singapore (1965–present)
Capital:	Singapore
Area:	697 sq km
Population:	5.57 million
Ethnic Groups:	Chinese (74.2%), Malay (13.3%), Indian (9.2%), other (3.3%)
Religion:	Buddhist (33.9%), Muslim (14.3%), Taoist (11.3%), Catholic (7.1%), Hindu (5.2%), Other Christian (11%), Other (0.7%), No Religion (16.4%)
Languages:	Mandarin, English, Malay and Tamil are official, but Hokkien, Cantonese, Teochew, other Chinese dialects and various Indian languages are also widely spoken.
Currency:	Singapore Dollar (SGD)
GDP (PPP):	US\$339 billion [2013 est.]
GDP Per Capita (PPP):	US\$62,400 [2013 est.; highest in Southeast Asia]
GDP Real Growth Rate:	4.1% [2013 est.]
Labour Force:	Agriculture (1.3%), Industry (18.6%), Services (80.1%)
Literacy:	95.9% (whole); 98% (male); 93.8% (female)
Life Expectancy:	84.38 years (whole); 81.86 years (male); 87.07 years (female)

Source: CIA World Factbook (www.cia.gov/library/publications/the-world-factbook/)

well. The government is increasingly creating incentives for private players to take part in nation building through their business operations. The submission of sustainability reports on top of disclosing financial performance is encouraged with the aim of giving more comprehensive information on the impact and value of shareholders' investments. The stability that Singapore has provided for businesses has been key to many MNCs moving their headquarters and committing resources to build strong bases here. In the post-Lee Kuan Yew era, it is uncertain how far the electorate in Singapore will trade stability for greater freedom of expression and choice, given the social concerns and tensions described earlier.

C. Insights from the Singapore Lab

❖ *Meritocracy as a governing principle is being challenged.*

Meritocracy was adopted as the key governance principle in Singapore from the beginning of independence. As described earlier, the process by which Singapore achieved independence through a sudden expulsion from the Federation of Malaysia, thrust a small island state with no natural resources or strategic hinterland into a hostile neighbourhood. The young nation was confronted with deep uncertainty of its future and many were skeptical of Singapore's sovereignty and survival. Amidst the backdrop of external

pressures, such as the geopolitical instability in the region due to *Konfrontasi*, the threat of communism, and a host of internal pressures such as the lack of natural resources for economic development and high unemployment rates, the young government's strategy was to adopt meritocracy as the guiding principle to address these issues. Singapore immediately focused on creating economic growth, and to do so without natural resources, was to place emphasis on attracting foreign investment, rapidly industrialising and developing its people through education.

The education system in Singapore seeks to provide identified sectors with the manpower that it will require. These include technical skills, services and knowledge-intensive professions. Students are differentiated and nurtured by ability, in institutions ranging from vocational training institutes and polytechnics to special degree courses. The education system in Singapore has been constantly evolving to remain relevant to the complex and rapidly changing global economy.

Singapore also needed to quickly create a robust infrastructure and credible civil service to support its growth and development. Many government scholarships were offered to the best students to ensure that the best talents will be retained for the public service. Some of the top civil servants subsequently took on political careers.

The unprecedented economic growth and development, and upward social mobility fueled by meritocracy has resulted in an affluent and stable society.

The principle of meritocracy also meant that many foreigners were brought into Singapore to fulfill the demands of new knowledge-based sectors for a globally relevant, innovative and specialised workforce, as there were not enough locals to fill the positions. Tham Sai Choy, Chairman of KPMG Asia Pacific shared that there are employees from more than 50 nationalities in the Singapore office, and the richness and diversity of talent and progressiveness of labour policies is what attracts many MNCs to set up and maintain regional offices in Singapore. However, in recent times, the increased competition in job markets, reduced

upward social mobility and stresses of a highly segmented education system have caused the population to question the governing principle of meritocracy in Singapore.

❖ *Some sectors of the population are advocating well-being over economic excellence.*

The 2011 General Elections in Singapore was considered a watershed or a turning point, in terms of the explicit calls for the government to focus on building a more inclusive and compassionate society.

Following this, the government held a series of Singapore Conversations (OSC)⁹, involving more than 50,000 citizens in over 30 dialogue sessions. The underlying thread linking nearly all the perspectives gathered from these sessions points to a shift away from economic and material success, towards a more socially aware and compassionate society, focused on the holistic well being of people. Due to the previous focus on economic development, success in Singapore had taken on a narrowly focused, externally driven and materialistic definition, as represented by the 5Cs of "Cash, Car, Condominium, Credit Card and Country Club". This materialistic narrative is clearly insufficient, and sectors within the population are advocating alternative ways to define success, that are values-driven, or based on what creates meaning, fulfilment and legacy. There are many new versions of the 5Cs, such as "Contribution, Character, Commitment, Conviction and Community", and in a separate and independent survey conducted by OCBC Bank, the Cs also include "Career, Can-do attitude, Confidence and Control".

The pioneer generation that contributed towards nation building post-independence have lived through a period of instability and uncertainty, but experienced great upward mobility and a vast improvement in their standards of living. Later generations have since grown up in a Singapore that is stable and affluent. Due to greater social stratification and decreased social mobility, younger Singaporeans are increasingly skeptical of the government rhetoric that economic suc-

cess is essential to Singapore's sovereignty and survival.

❖ *Singapore is a victim of its successes.*

Singapore has been considered an economic miracle by many. It is the third largest oil trading, refining and petrochemical hub in the world; it has a vibrant and international financial market which is the fourth largest in the world; Changi Airport consistently tops world rankings in operational efficiency; and its public services, such as health and housing have been lauded as world class.

Having one of the highest per capita income in the world, Singapore is widely acknowledged as one of the most well governed states and least corrupt. Unfortunately, this veneer of success is beginning to show cracks. In December 2013, Singapore had its first riot in fifty years. The Little India riot exposed Singapore's dependence on a large population of low-skilled migrant workers, the local population's inability to integrate them into society. Also in 2013, low-wage mainland Chinese bus drivers, unhappy with their living and work conditions in Singapore, organised Singapore's first large scale labor strike. While Singaporeans continue to demand affordable housing, better healthcare services, improvements to public transportation, and a higher quality of life enabled by a large domestic helper workforce, they appear to be disconnected from the reality of the migrant workforce that is required to support their demands. In this instance, the influx of foreign labour has unfortunately threatened the sense of national identity of Singaporeans, and oddly enough, their sense of well being.

National identity and memories are often embodied in landmarks. In Singapore, due to land scarcity, national icons such as the old National Library, National Stadium, National Theatre have been demolished to make way for new developments or re-developments. To some, this signals a lack of permanence and a failure to honour the memories of the people, or safeguard the sanctity of significant public spaces.

This could be the reason why new government projects have been met with ambivalence, at times. Controversy continues to surround the Integrated Resorts even though the resorts contribute towards more jobs and tax revenue. What we are seeing in this case is a population that is increasingly unwilling to accept policy decisions that are deemed to be made unilaterally by the government.

Prior to the release of the Population White Paper in 2013, which proposed a population target of 6.9 million by 2030, Singaporeans were already voicing their concerns about the perceived infrastructure overload, and questioning policy decisions made by the government. In the days after the White Paper was released, widespread, heated debates occurred island-wide, with many protesting against the fact that locals will only make up 55% of the population. The population debates served as a tipping point that caused many more to speak up. This was a new phenomenon as previously, Singapore ran like clockwork. The sudden spate of high profile, albeit infrequent breakdowns and public incidents such as MRT disruptions, flash floods in Orchard Road and the escape of Mas Selamat have begun to erode the people's confidence in their government.

❖ *Singapore's civil sector will be the key to its success as a mature nation in the next lap.*

Amidst the new political landscape, rise of social media discourse, decreasing trust and skepticism expressed by the public with regard to the moral legitimacy of the government, we are seeing the phenomenon of a bigger social space available for new stakeholders and communities to address social issues and challenges. In Singapore, community building outside of the government is shifting from traditional models of philanthropic contributions by successful individuals and wealthy businessmen, to more innovative models, such as corporate social responsibility programmes tied strategically to skills and services that organisations can contribute on top of monetary giving. The private sector, more specifically, is seeing value in reimagining core business pract

ices that also generate socially beneficial outcomes. There is a paradigm shift by corporations, with more being convinced that being socially responsible creates value for business. Some corporations invest in promoting safe working environments because accidents are expensive. Others are turning to sustainable business practices and corporate social responsibility because of the inherent economic value these bring.

The social enterprise sector in Singapore is a growing one, and with greater support from the government, social entrepreneurs are increasingly creating solutions that create social impact.

Fortunately, the ground-up momentum in civil society and the social sector is also being supported by broader landscape changes and a focus on the development of social and emotional capital, on top of traditional forms of capital. For example, there have been changes to banking policies that are more supportive of social enterprises. Social entrepreneurs now have greater access to venture capital, consultancy firms, incubators and greater "market accessibility". They also have increased access to grants and funding for VWOs, and support through research con-

ducted by independent think tanks and academia. The National Volunteer and Philanthropy Centre plays a significant role in bringing key players together.

Many visionary individuals and non-state actors have begun to influence policy changes and impact communities in an unprecedented manner. The Lien Foundation, for example, has spearheaded innovative work in the areas of eldercare and pre-school education. They have piloted an initiative for integrated preschools for normal children and children with developmental challenges. Universities are working with voluntary organisations such as HOME (Humanitarian Organisation for Migrant Economics) and TWC2 (Transient Workers Count Too) to raise awareness of the unacceptable living conditions and rights of foreign migrant workers. Singapore Management University has also launched a one-of-its-kind Master of Tri-sector Collaboration to contribute towards work in this area. There are many more of these cross-sector partnerships addressing social challenges and we envision more such collaborations to be seeded in the near future. All these augur well for the future of Singapore as it enters its next stage as a mature nation.

V. List of Organisations Interviewed

Banyan Tree Holdings

BoP Hub

Daughters of Tomorrow.

Great Eastern Life Insurance Co.

KPMG Asia Pacific

National Research Foundation.

National Volunteer & Philanthropy Centre.

Playmoolah.

Project Skillseed.

Save the Children International.

Serangoon Junior College.

SG Enable.

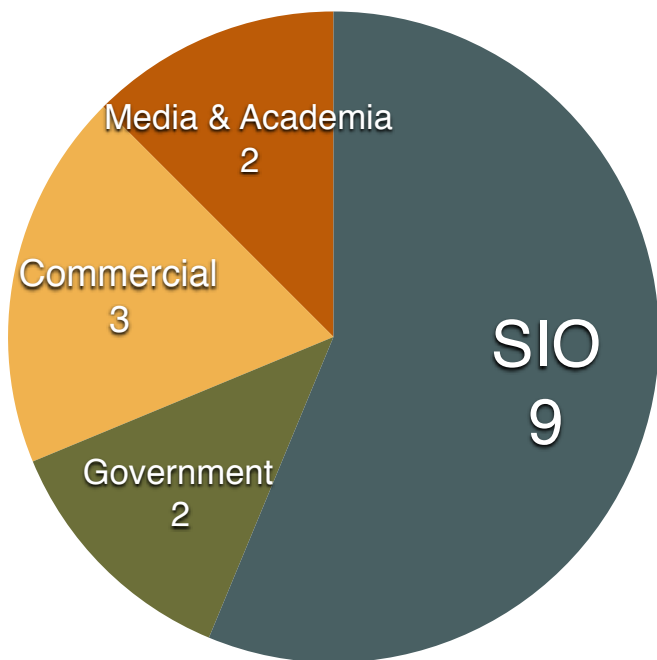
Singapore Compact.

Singapore Management University.

Sustainable Living Lab.

Thought Collective.

ORGANISATIONS BY SECTOR



Total Organisations Interviewed: 16

SIO: 9

Nonprofits: 4

Social Enterprises: 4

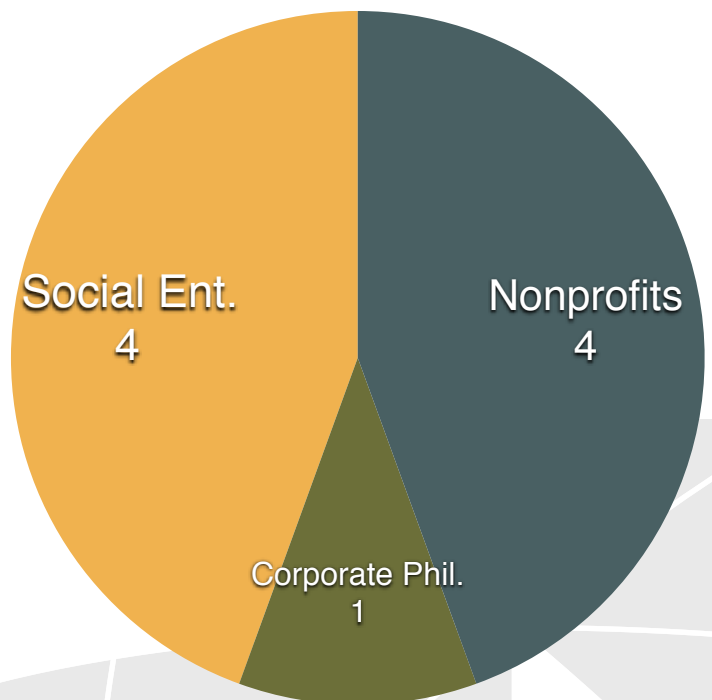
Corporate Foundations: 1

Government: 2

Commercial: 3

Media & Academia: 2

SIO SUB-SECTORS



VI. Questions for Interviewees

Organisational History

- 1) How and why was your organisation established? Is there a founding story?
- 2) For international organisations - Why did your organisation decide to enter Singapore?

Operations

- 3) On what projects are you currently working? What would success look like one year from now? Five years from now?
- 4) How successful were your past programmes? What is your organisation doing differently from when it first began operations in Singapore?
- 5) Do you foresee any upcoming difficulties?
- 6) What does your organisation need to make your programmes more effective?

Strategies

- 7) What are your organisation's goals for the next 3-5 years? How do you plan to meet those goals?
- 8) What factors might jeopardise the success of your overall strategy?

Collaboration

- 9) Were there any difficulties or pitfalls in past collaborations? Have any difficulties surfaced in your current collaborations?
- 10) Have you collaborated with organisations outside your sector? How could such relationships be improved or facilitated?
- 11) Is there any individual or organisation with whom you would like to collaborate but have been unable to do so?

Human Resources

- 12) Do you generally source staff locally or from overseas? Have you had any difficulties finding skilled local staff?
- 13) Which professional skills, if any, do local staff currently lack? What do local staff need to succeed in today's workplace?
- 14) How would you evaluate local educational institutions in preparing future employees? Are there private or foreign institutions attempting to fill any gaps?

Leadership

- 15) What does effective leadership—in business, government or civil society—look like to you?
- 16) What skills and resources do Singaporean leaders need to better serve their society?

- 17) The Institute broadly defines *societal leadership* as “the practice of creating sustainable value and impact for the betterment of society within one’s sphere of influence.” Are there any remarkable individuals in Singapore whom you would consider a *societal leader*?

Sustainability & CSR

- 18) Does your organisation have any sustainability guidelines? How did you determine your current guidelines?
- 19) Does your organisation engage in any Corporate Social Responsibility (CSR) initiatives? Have you been able to measure the impact of your organisation’s CSR programmes?

Funding (for civic-sector organisations)

- 20) Roughly speaking, how is your organisation currently funded?
- 21) How financially self-sustaining is your organisation at the moment? Do you have any plans to lower dependence on outside funding in the future?

Context

- 22) How does working in Singapore differ from working in other Southeast Asian countries? What does Singapore have in common with the rest of the region?
- 23) How do minorities (ethnic, religious, or otherwise) fit into the landscape? Do minorities actively collaborate with the status quo?
- 24) Outside of your own organisation’s scope, what are the key problem areas facing Singapore?
- 25) How is Singapore different from five years ago? How do you imagine it will change in the next five years?

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